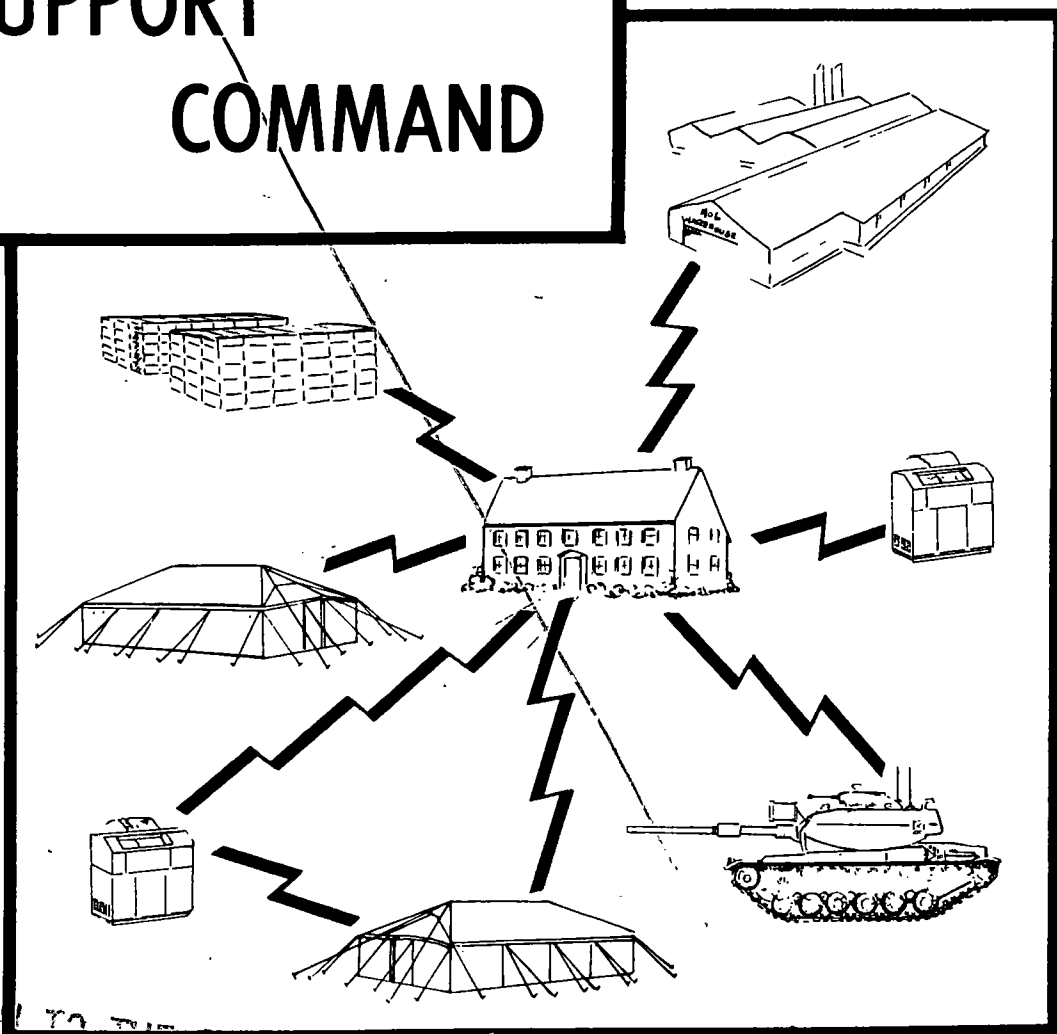


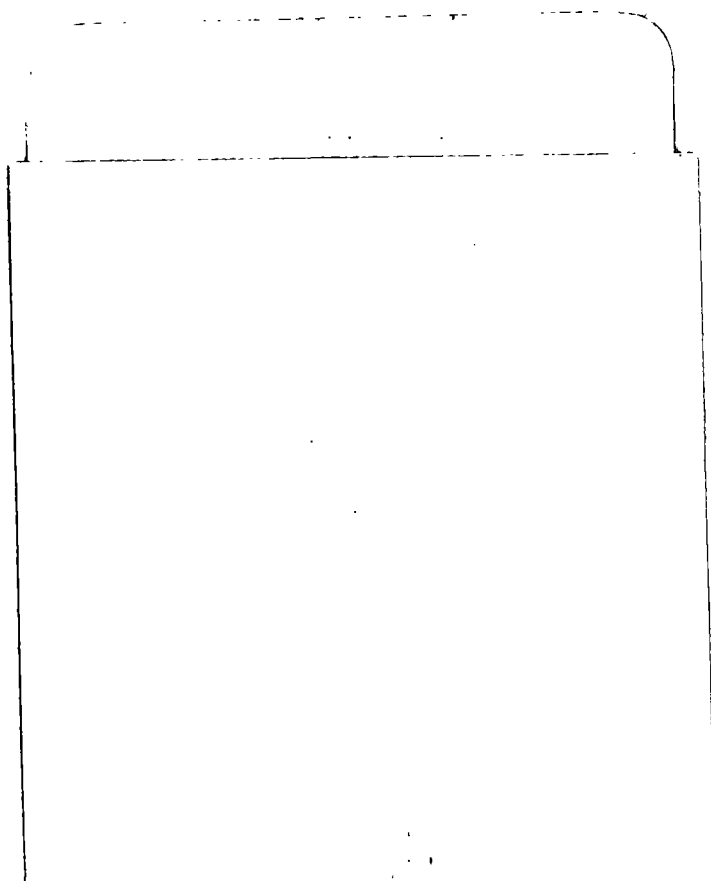
**MATERIEL
MANAGEMENT
CENTER
CORPS
SUPPORT
COMMAND**

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FOREWORD:

The manual provides interim guidance to commanders, staff officers, and other personnel concerned with the organization and operation of materiel management centers (MMCs) in corps support commands. It is based on the Department of the Army approved *Echelons Above Divisions (EAD)* study and the *Rapid Integrated Logistics Support System (RILS)* study. It describes the organization and operation of TOE 54-23H, Materiel Management Center, Corps Support Command. The TOE has two parts. One covers a support organization MMC for a corps, the other, a support organization MMC for a contingency force. The contents are in consonance with basic EAD and RILS doctrine and with the rationale and supporting data utilized in obtaining Department of the Army approval of the TOE.

Recently approved doctrine for wartime logistic support in a Corps will result in the creation of Combat (Systems) Oriented General Support Centers (COGS) within the COSCOM. Integrated general support, supply and maintenance, will be provided to all elements of the corps by these centers operating under the COSCOM. A corps support command may have the following centers which may be separate or combined: Armament and Combat Vehicle, Wheel Vehicle, Aviation, Missile and Munitions, Communications-Electronics, and Ground Support Equipment. Despite these required changes, the content of this test manual is fully compatible with the COGS concept of operations.



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MATERIEL MANAGEMENT CENTER CORPS SUPPORT COMMAND

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CHAPTER 1

INTRODUCTION

Purpose

This manual contains doctrine and procedures on the organization and operation of a materiel management center (MMC) of a corps support command (COSCOM). It is to be used by key personnel responsible for the

operation of COSCOM MMCs. Related information will be found in publications listed in appendix A and throughout the text. Details on personnel and equipment are contained in TOE 54-23H.

Scope

This manual describes the mission, capabilities, employment, and method of operations of COSCOM MMCs. The centers for a corps and for a contingency force are

essentially the same in basic structure and functions and are discussed as a single unit. Where "COSCOM" appears, both MMCs are intended, unless otherwise noted.

References

In addition to the material contained in this manual, basic information on command and staff operations is contained in FM 101-5. Duties and responsibilities of personnel, in accordance with their specialty skill identifiers (SSI) or military occupational

specialties (MOS), are found in AR 611-101, AR 611-112, and AR 611-201. Basic procedural guidance on common, nonmission subjects is found in FM 25-2 (TEST), Unit Commanders Guide. Other pertinent references are found in appendix A.

Changes

Users of this publication are encouraged to recommend changes and submit comments for its improvement. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons will be provided for each comment to insure understanding and

complete evaluation. Comments should be prepared, using DA Form 2028 (Recommended Changes to Publications) and forwarded direct to the Commander, US Army Logistics Center, ATTN: ATCL-CFL, Fort Lee, Virginia 23801.

FM 54-23 TEST

NOTES

CHAPTER 2

THE CENTER

General

The materiel management center (MMC) performs integrated supply and maintenance management for all classes of supply, less maps and medical materiel and communications security (COMSEC) items. The MMC also manages those maintenance activities for which the COSCOM has responsibility. The supply, service, and

maintenance units subordinate to the COSCOM are normally organized into support groups, materiel support centers, and an ammunition group, and react to instructions from the MMC. The MMC responds to requirements of supported forces. To accomplish this, the COSCOM MMC —

Perform's inventory management functions for stock stored and distributed by COSCOM supply and maintenance activities.

Receives and processes requisitions from supported commands and other designated forces and activities and either directs issue from available stocks, or passes requisitions to the CONUS wholesale level (except for those specified items controlled by theater army MMC).

Reviews and analyzes demands and computes corps requirements for supplies, equipment, and maintenance support.

Evaluates the workload and capabilities of supply and maintenance units, and cross-levels workload or resources to achieve compatibility and maximum efficiency.

Storage and Distribution

Requisitions

Demands... ...Requirements

Workload... ...Capability

Materiel Data

Collects, sorts, and analyzes supply and maintenance data and acts on this data (within policies and directives of the COSCOM headquarters) as follows:

- Directs maintenance priorities
- Identifies and forwards requirements for supply and maintenance units.
- Approves changes to COSCOM stockage lists and adjustments to requisitioning objectives.
- Directs repair of materiel to support the supply system.

Regulations

Assures compliance of the materiel management system with supply regulations and directives.

Information

Provides the ACofS, Materiel, and the COSCOM logistics readiness office, with information on which to base studies, plans, procedures, directives, policies, estimates, and other staff actions.

Other Tasks

Performs other materiel management tasks directed by the ACofS, Materiel, COSCOM.

Shifts

Operates on a 24-hour, two-shift basis.

Organization

The MMC is organized as shown in figure 2-1. Five of the materiel management divisions (aviation, electronics, armament, missiles, and tank-automotive) coincide with subordinate commands of the CONUS-based US Army Materiel Development and Readiness Command (DARCOM). The troop support materiel division manages supplies

provided by the Defense Supply Agency and the General Services Administration. There is a division exclusively for petroleum management. The service support division provides technical services common to the other divisions. Each division chief is responsible for management of assigned commodities.

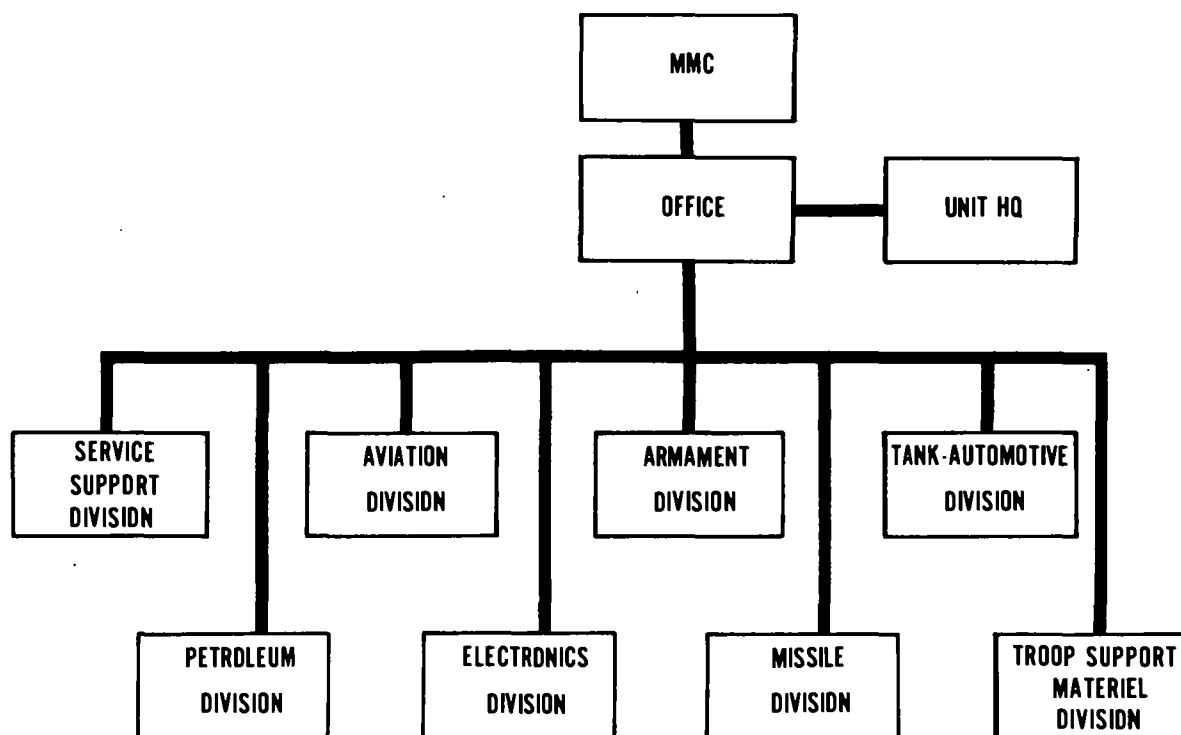


Figure 2-1. Organizational chart, materiel management center, corps support command.

Employment

Concept of Operations

The COSCOM MMC is designed to be employed in support of a corps. In most matters of supply, the COSCOM MMC deals directly with CONUS national inventory control points (NICPs). For items selected for control by the theater army headquarters, requirements flow to the theater army level materiel management activity.

Control

- The MMC functions under the operational control of the ACoS, Materiel, COSCOM, and under the direct supervision of the Deputy ACoS, Materiel for Management, COSCOM.

Special Management

- A functional branch breakdown within each commodity division permits special management of major item supply, maintenance, and repair parts supply. Individuals from various branches can be formed into management teams to combine supply, maintenance, and repair parts expertise for intensive management of designated items.

Intelligence

The MMC does not have an intelligence collection and processing capability. It depends on the COSCOM headquarters for intelligence services and information. However, the MMC generates and has available a great deal of logistics data (intelligence) that can be used to plan the support of forces employed in specific missions.

Armament

All personnel of the MMC are authorized individual weapons. In addition, the MMC is authorized grenade launchers and light machine guns for local defense of the center and headquarters area.

Mobility

Vehicles authorized the MMC are the minimum required to perform essential housekeeping and overhead support functions. Motor transport for support of staff functions is provided by a transportation car company assigned to support the COSCOM headquarters. Transport to displace the MMC is furnished by transportation units of the COSCOM.

The MMC has no organic communications equipment. It depends on a signal operations company for internal and external communications services and support.

Although a COSCOM MMC may displace infrequently, displacement plans should always be current, taking into consideration those circumstances and actions directly influencing the continuity of operations.

To make close coordination easier, the MMC normally operates from a single site in the corps rear area near the COSCOM headquarters and the movement control and automatic data processing centers. A consideration of dispersion requirements and mutual security provided by the other units helps determine the exact location.

The MMC coordinates its displacement with the displacement of the COSCOM headquarters and the automatic data processing center (ADPC). Before the MMC displaces, an element of the supporting signal operating unit first establishes essential communications at the new location. Then, a forward element of the MMC displaces and assumes control of operations. This forward element may be one of the two shifts. There may be some reduced MMC effectiveness resulting from the displacement of ADP equipment when the ADPC is involved in a move.

Communications

Continuity of Operations

Location

Normal Displacement

NOTES

CHAPTER 3

MISSIONS AND FUNCTIONS OF CENTER ELEMENTS

General

This chapter discusses the missions and functions of the elements of the materiel management center of a COSCOM. Specific information on quantities of equipment,

numbers of personnel, grades, and MOSs are found in TOE 54-23H, Materiel Management Center, COSCOM.

Materiel Management Center Office

The center commander commands and controls the materiel management center. He also has the additional duty of Deputy ACofS, Materiel for Management, on the COSCOM

staff so that he is more responsive to the ACofS, Materiel. The mission and functions of the MMC office are shown in figure 3-1.

Divisions

The missions and functions of the divisions and their branches are indicated in

figures 3-2 through 3-9.

Unit Headquarters

The mission and functions of the unit

headquarters are indicated in figure 3-10.

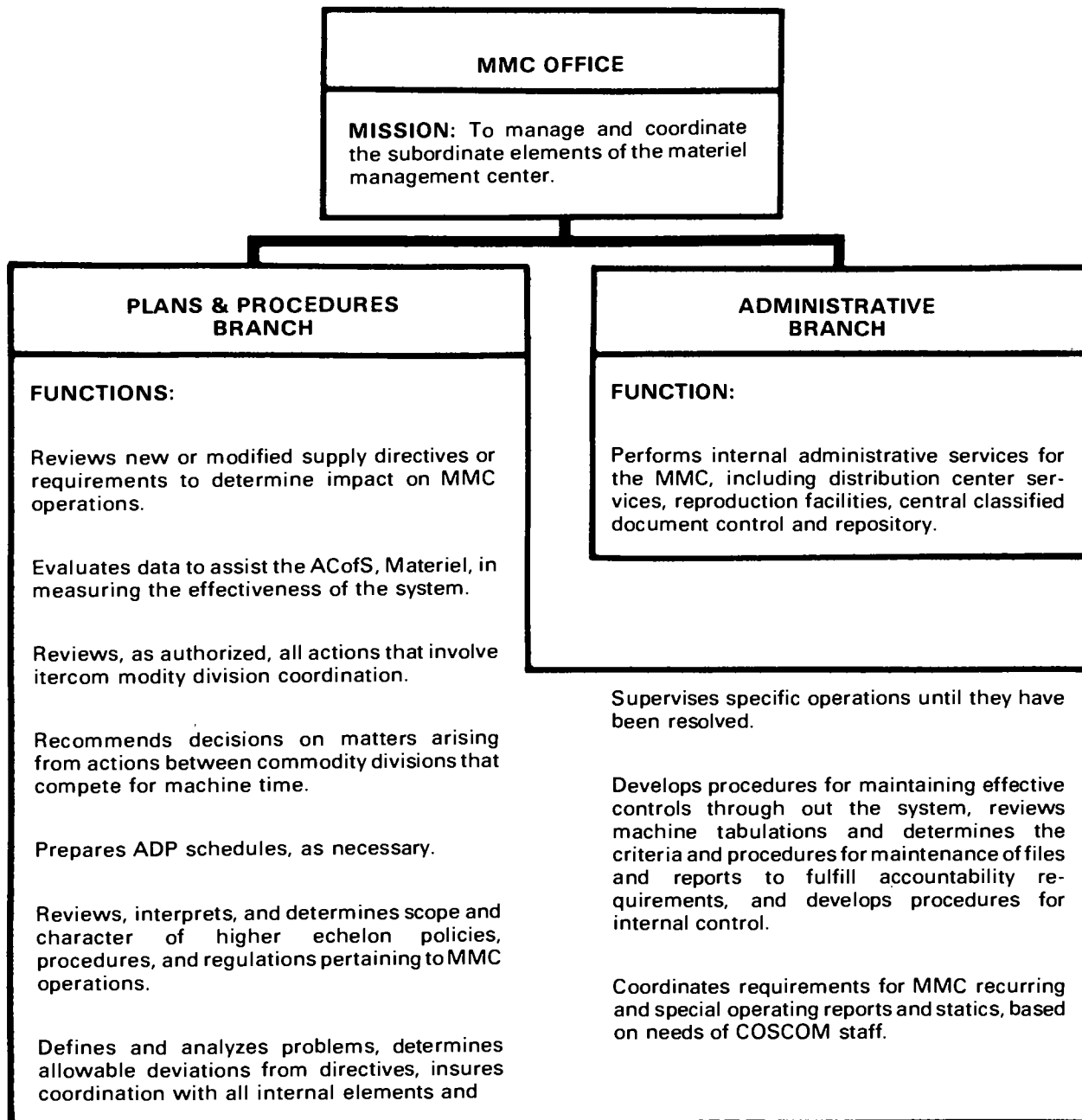


Figure 3-1. Mission and functions of the MMC office.

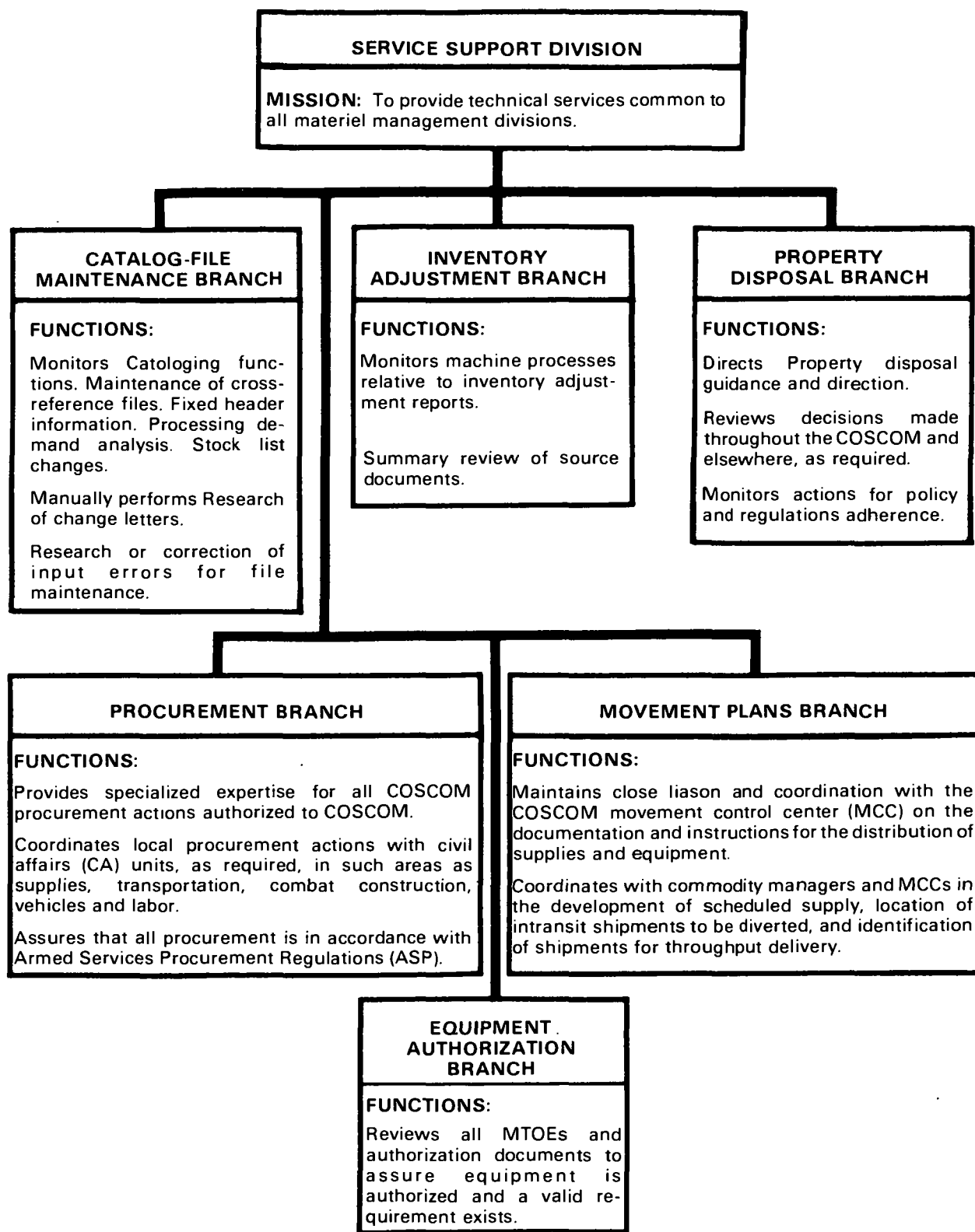


Figure 3-2. Service support division, mission and functions.

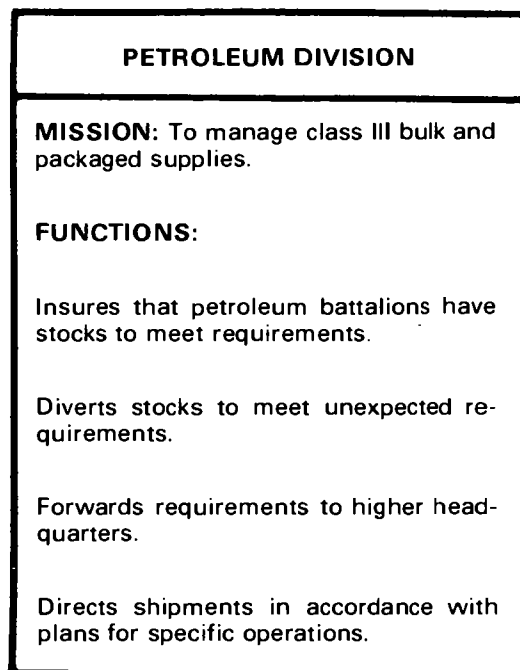


Figure 3-3. Petroleum division, mission and functions.

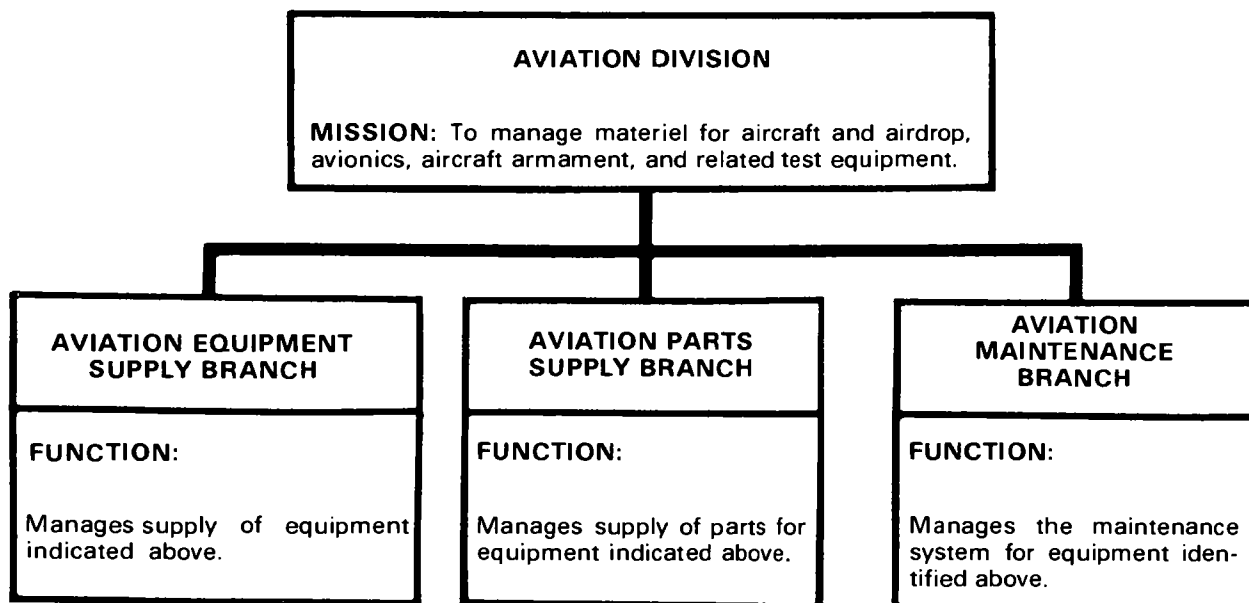


Figure 3-4. Aviation division, mission and functions.

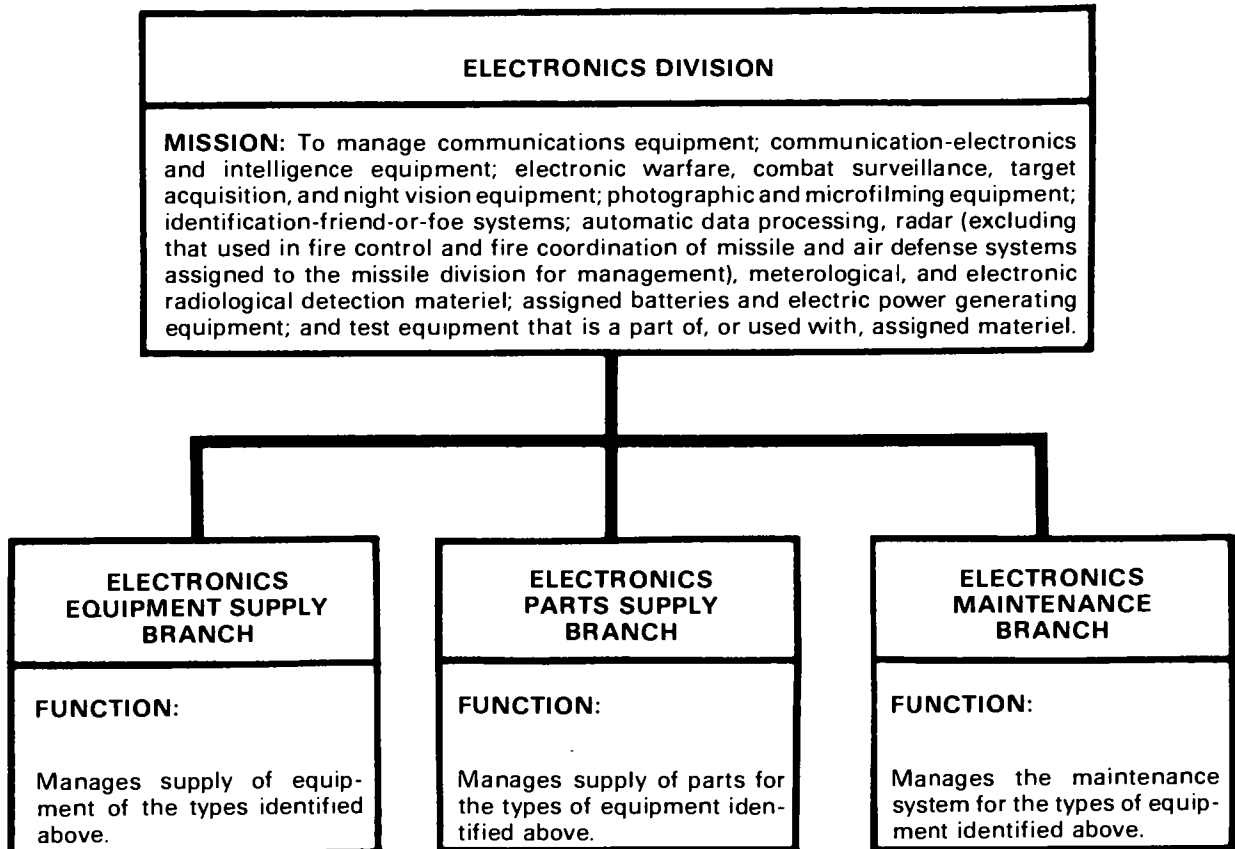


Figure 3-5. Electronics division, mission and functions.

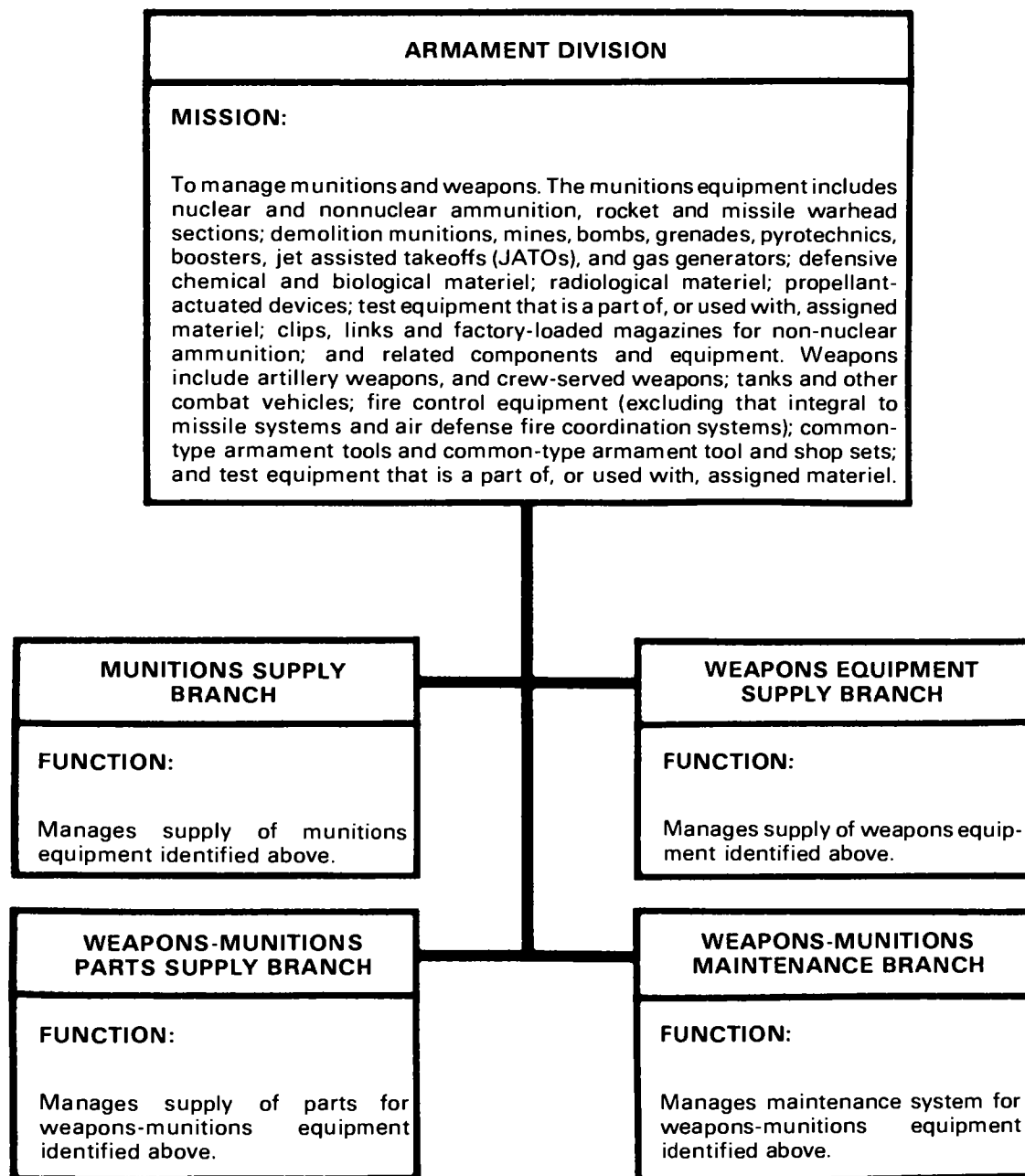


Figure 3-6. Armament division, mission and functions.

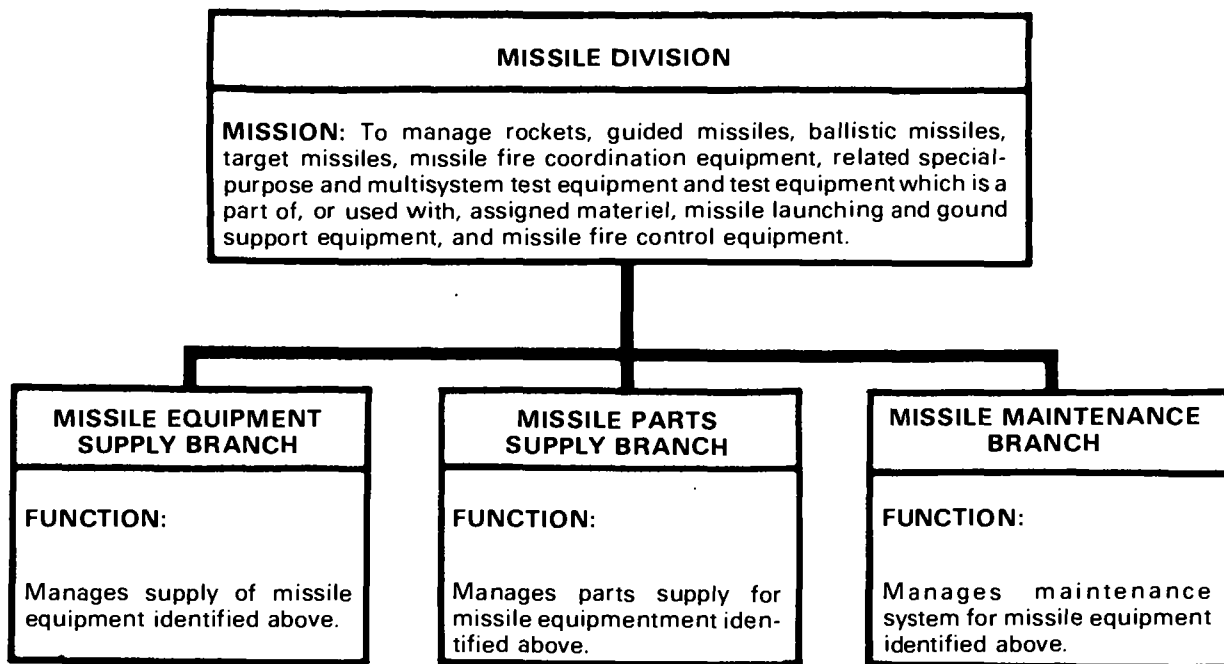


Figure 3-7. Missile division, mission and functions.

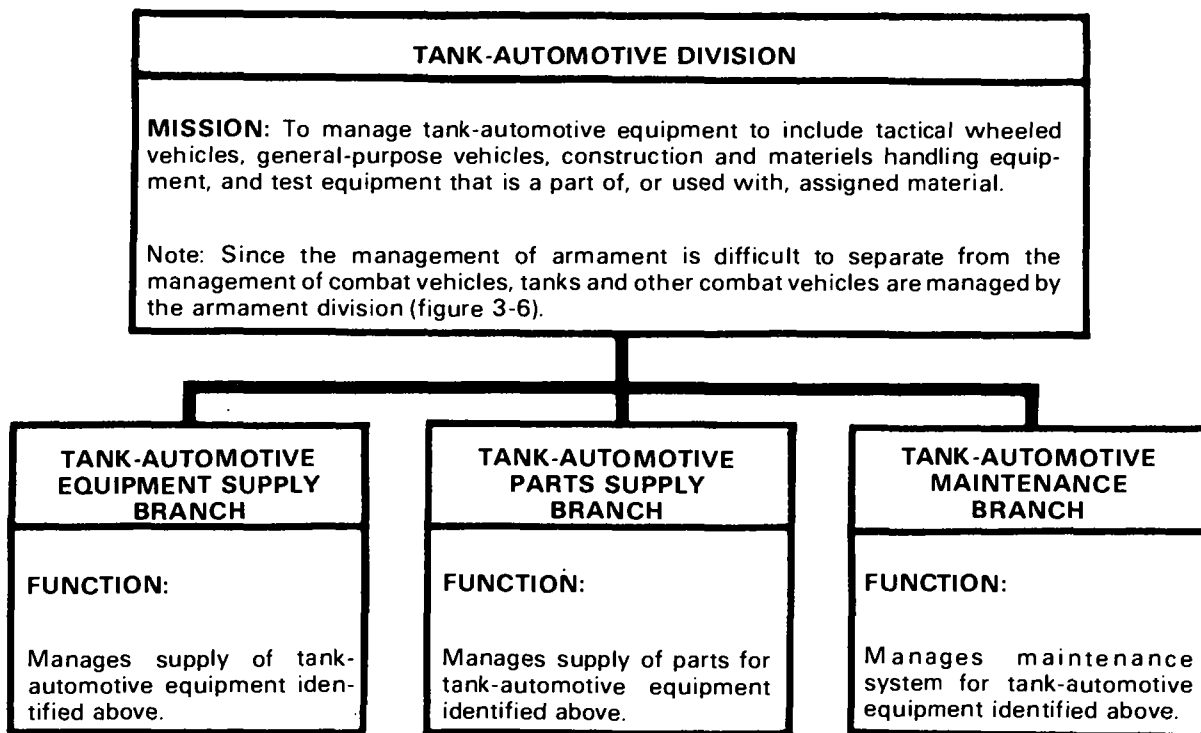


Figure 3-8. Tank-automotive division, mission and functions.

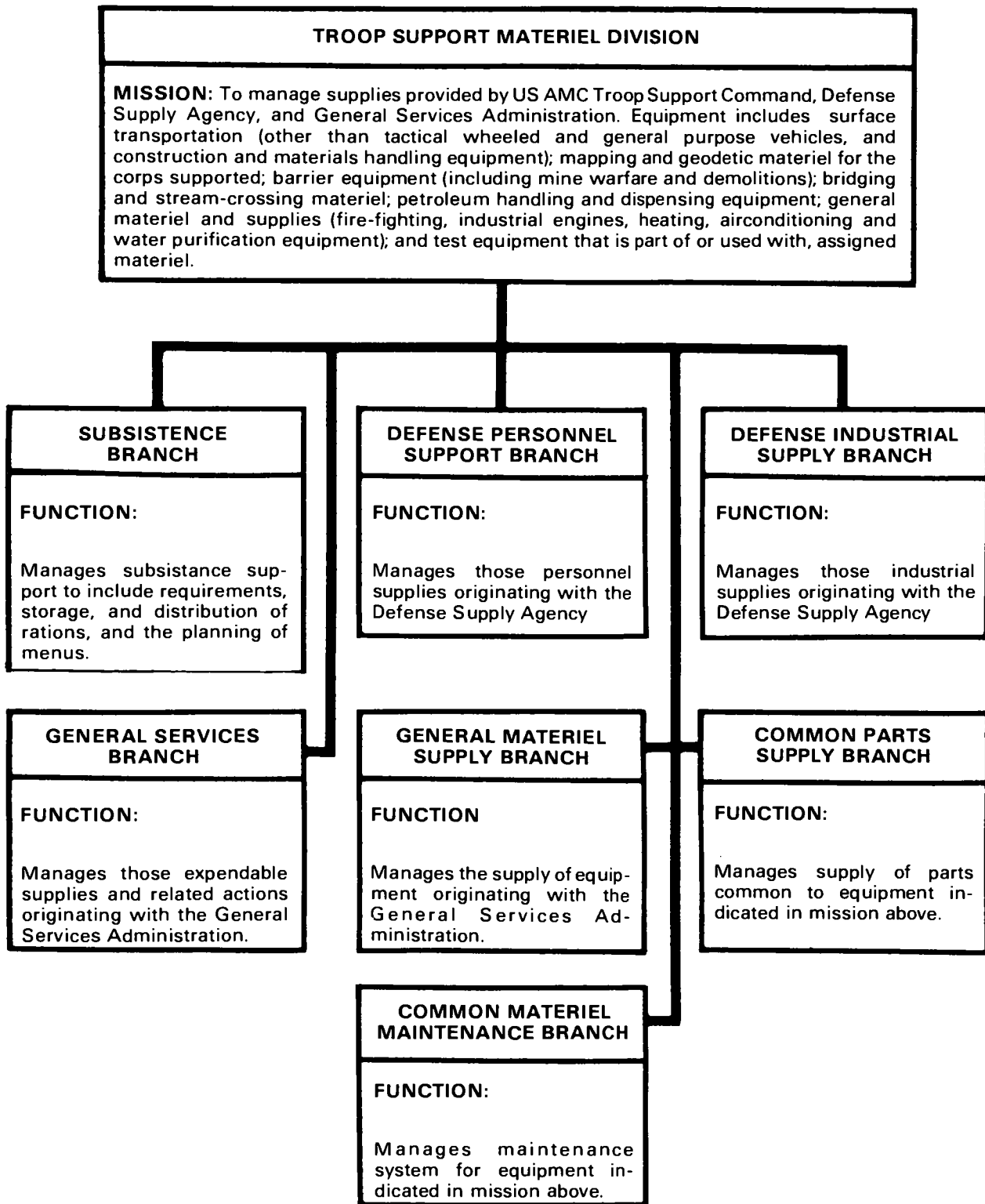


Figure 3-9. Troop support materiel division, mission and functions.

UNIT HEADQUARTERS
MISSION: To command and supervise enlisted personnel assigned to the MMC. FUNCTIONS: Supports MMC personnel by—Providing assistance in unit administrative matter in accordance with FM 25-2 (Test). Operating a minimum of two dining facilities when cooks and cooks helpers are augmented. Performing unit supply requirement. Performing organization maintenance support. Providing military training. Providing security for the MMC.

Figure 3-10. Unit headquarters, mission and functions.

NOTES

CHAPTER 4

OPERATIONS

Section I. GENERAL

Introduction

This chapter describes the supply and maintenance management systems as operated by the MMC. The MMC discharges day-to-day materiel management responsibilities under a concept of centralized, integrated management and decentralized operations. Acting on the requirements of supported forces, the MMC places supply demands on the Theater Army MMC for

controlled items or CONUS-based national inventory control points (NICPs) of the Army Materiel Command, the Defense Supply Agency, and the General Services Administration. The MMC may also meet support demands through local procurement and by redistributing supplies and maintenance assets within the command.

Decision Making

Within guidance established by COSCOM headquarters, routine decisions concerning the processing of supply and maintenance requirements are made through the use of the supporting ADP system programs. The MMC materiel managers review actions and make decisions on those actions that the ADP system is not programmed to handle or those actions involving manager-control-coded items. When decisions are beyond the scope of the managers authority, the managers recommend actions to the ACofS, Materiel, and insure that he has timely and accurate information as a basis for command decisions.

Materiel managers review actions and make decisions.

Coordination with Logistics Readiness Office

The logistics readiness officer is the COSCOM deputy commander.

The MMC coordinates with and supports the COSCOM logistics readiness office and provides that office with information and experienced personnel to assist in solving materiel readiness problems. The logistics readiness officer (LRO) is the COSCOM deputy commander, and, as the LRO, is responsible for reviewing, analyzing, and providing readiness trends to the COSCOM commander on units assigned to and supported by the COSCOM.

Automatic Data Processing Center

The MMC operates within standard Army systems

An automatic data processing center (ADPC) is assigned to the COSCOM headquarters for the purpose of supporting designated combat service support functions. The MMC, the movement control center (MCC), and the personnel service center (PSC) provide requirements to the ADPC on the type and frequency of reports required and instructions and parameters for routine functions and operations. Thus, the ADPC is able to respond to queries and requests without necessarily involving the MMC, MCC, and PSC in each action. The MMC operates within the confines of standard Army systems established for supply, maintenance, fiscal, and personnel operations. The programs will accept requirements prepared in accordance with military standard requisitioning and issue procedures (MILSTRIP). Other computer programs will support the standard army maintenance system (SAMS), the standard installation personnel system, and other designated functional systems when adopted.

Section II. SUPPLY MANAGEMENT SYSTEM

Introduction

Operationally, the supply management system is based on decentralized stock locations and centralized stock management activities that are provided with automatic data processing (ADP) services and electronic communications facilities. Periodic ADP printouts for the COSCOM MMC contain information on storage locations, and include the requisitioning objectives, on-hand quantities, individual dues-in, and

individual dues-out. The printouts are provided to supply managers and storage sites and are used for short periods just as records are used in a manual stock record system. When contact between the MMC and forward supply units is broken long enough to warrant emergency resupply, the corps general support units ship predetermined survival supplies to affected forward areas.

Control

Except for theater Army (TA) controlled items, the management of all general support (GS) materiel in the corps remains with the COSCOM MMC.

General Support Units. COSCOM GS units must be highly responsive to the divisional and nondivisional DSUs they support in the combat zone. The COSCOM GS units stock a limited reserve of high-demand items, and some critical, mission-essential items to provide supply support during interruptions in the delivery system. The MMC actively manages supply assets. The units perform the physical functions of receipt, storage and issue.

Direct Support Units. The COSCOM MMC does not manage the DS level. It responds to demands from DSUs to ship supplies (with some exceptions, such as classes I, III, IV, and regulated items).

The MMC actively manages supply assets

The MMC does not manage the DS level.

Flow of Requisitions and Supply Distribution

The full potential of ADPE is exploited at COSCOM MMC inventory control level.

In operation, the full potential of automatic data processing equipment (ADPE) is exploited at COSCOM MMC inventory control level. Transceivers, card punch machines, and other mechanical devices and reliable communications nets combine to provide for rapid and accurate transmission of supply information. From division MMCs and nondivisional DS and GS units, supply requirements are transmitted to the COSCOM MMC where materiel release orders are issued to GS units. If the required items are not available in the stocks controlled by the MMC, the requirements are transmitted to the CONUS supply system for direct shipment to the DS or GS units. For controlled items, requirements are transmitted to the TA MMC. All shipments are made in accordance with materiel release orders issued by the MMC.

"Triggering devices" cause consumable commodities to be shipped.

Consumable Commodities. Strength reports, reports of equipment densities, and demands resulting from the addition of special requirements act as the triggering devices to cause consumable commodities to be shipped (figure 4-1). Strength data is obtained from division and nondivision personnel units of the corps. Using units submit approved special requirements to the DS units or the DISCOMs. The DISCOM submits strengths and special requirements for its supported units to the COSCOM MMC. The COSCOM submits strengths and special requirements to CONUS national inventory control points (NICPs) except for bulk petroleum. Shipments of consumables from CONUS or other support area bypass GS units, where practicable. Supply shipments are in accordance with a distribution plan prepared by the COSCOM MMC. When feasible, shipments originating at the GS level go directly to the using units.

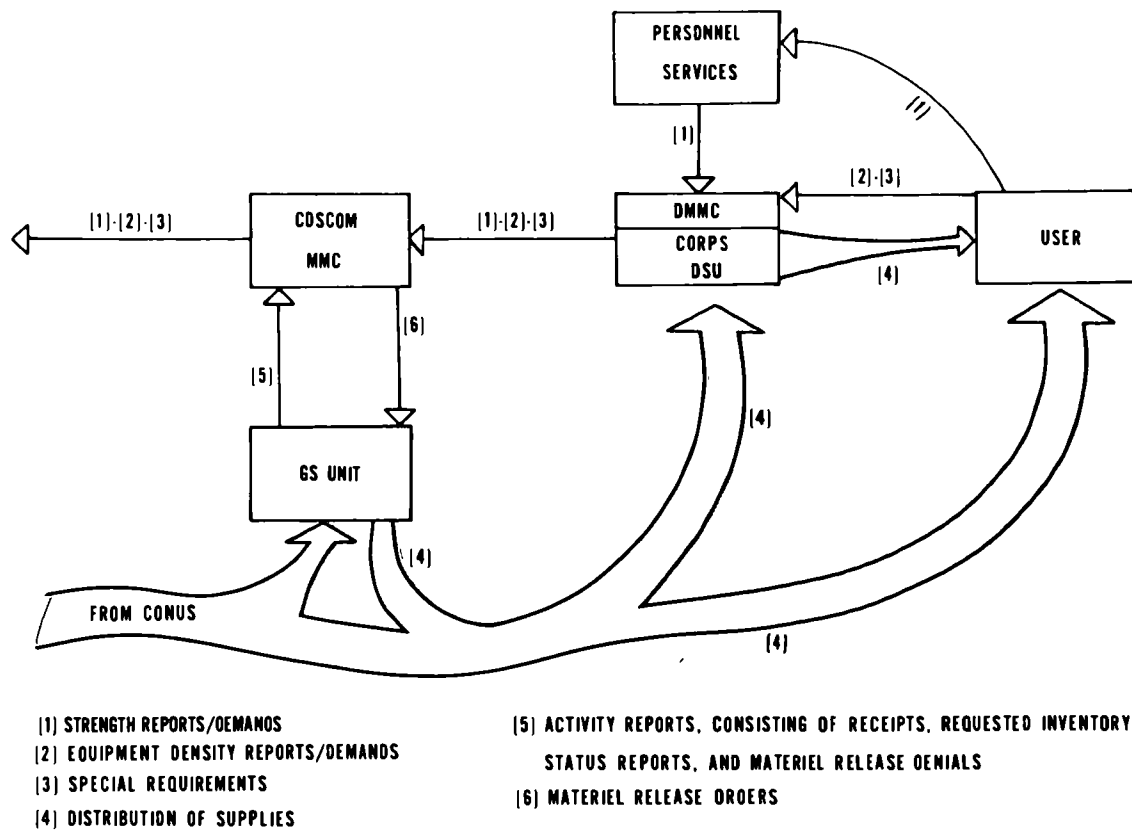


Figure 4-1. Flow chart for consumable commodities, based on strength and equipment density reports, and on special requirements.

Regulated items are controlled through command channels.

Class IV, Class VII, and Regulated Items. Class IV, class VII, and regulated items normally are controlled through command channels (figure 4-2). Users submit requests through intermediate commands to the approving commander. On command approval, the MMC issues shipping instructions in the form of materiel release orders (MROs) to the storing GS units, which in turn make shipments directly to the users.

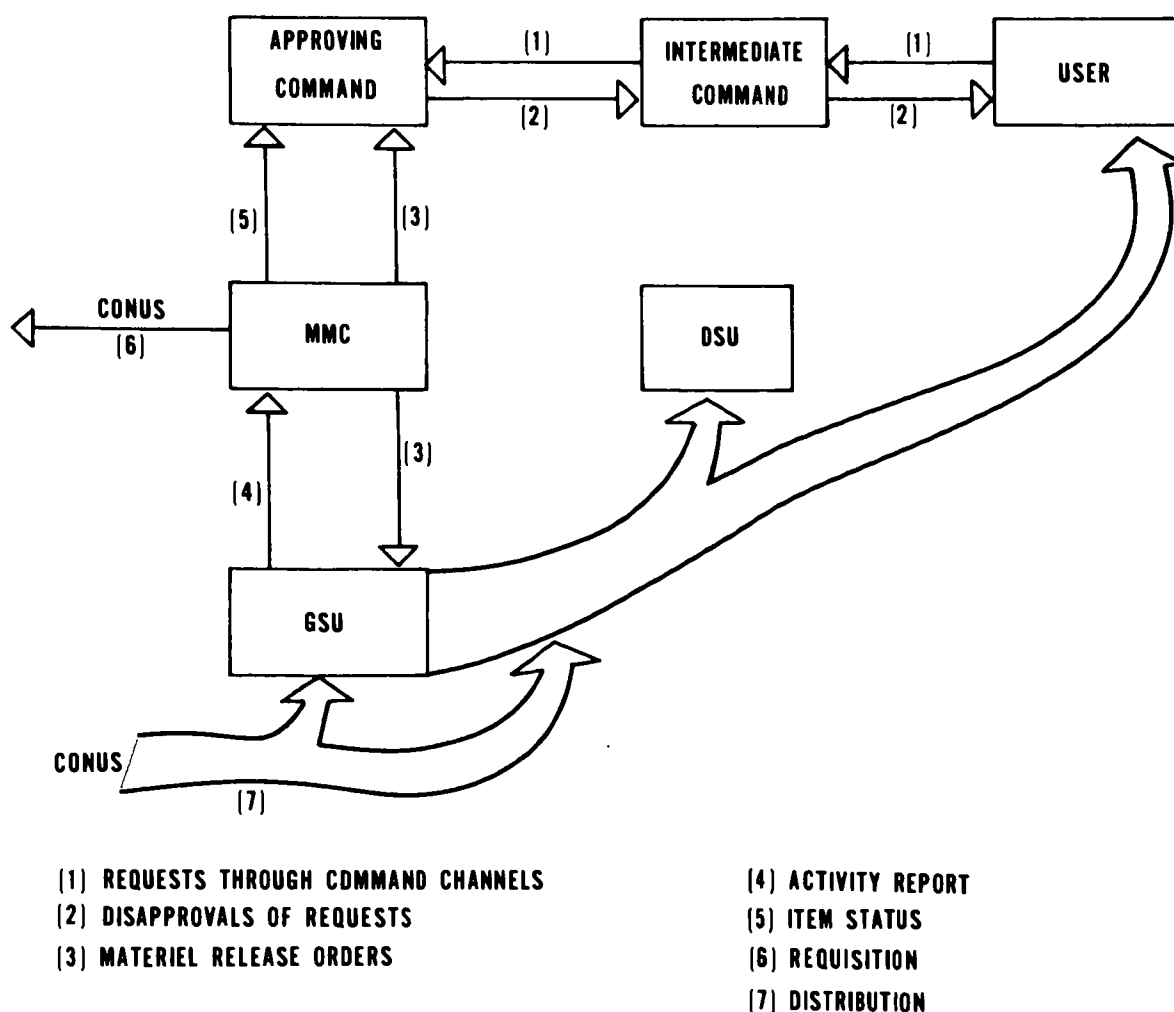


Figure 4-2. Flow chart for class IV, class VII, and regulated items.

Nonregulated Class II Supplies and Packaged Greases, Oil, and Lubricants.

Requirements for class II supplies that are nonregulated and packaged greases, oil, and lubricants in the form of singleline requisitions, flow from users through the various supply control elements (figure 4-3). DS units, including those in divisions, fill user requirements from available stocks. Requirements for nonstockage-list items and replenishment needs are submitted by corps DS elements and DISCOMs to the COSCOM MMC. The COSCOM MMC directs shipment from available GS stocks in the form of MROs and coordinates with the movement control center (MCC) for the movement. GS supply units are considered as storage points and react to instructions from the MMC. They provide minimum essential activity reports. When the required items are not available, the COSCOM MMC submits requirements to CONUS. Shipments from CONUS and corps GS units proceed as far forward, bypassing intermediate storage locations, as feasible.

The COSCOM MMC issues MROs and coordinates with the MCC.

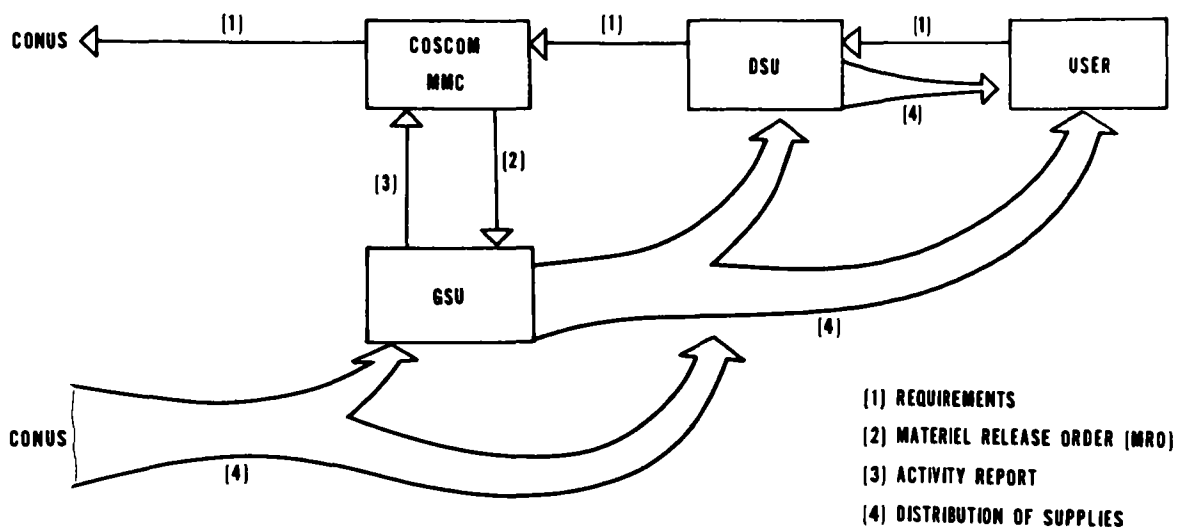


Figure 4-3. Flow chart for class II supplies (nonregulated), and class III packaged greases, oils and lubricants.

COSCOM MMC releases and transfers stocks. Selected items are controlled by TA MMC.

Class IX, Repair Parts. Requirements and supply distribution for repair parts (fig 4-4) follow a system similar to that for class II items.

Requisitions for repair parts are initiated by corps maintenance DS and GS elements and DISCOM MMCs. These requirements are placed directly on the COSCOM MMC. The COSCOM MMC releases available stocks from one of the GS repair parts supply activities and coordinates the transportation requirement for movement. If none of the repair parts units within the COSCOM has the required items or quantities on hand, the COSCOM MMC transmits the requirement to CONUS NICPs, except for selected items that are controlled by the theater army. Requirements for such items flow to the TA MMC. The COSCOM MMC may laterally transfer stocks to meet urgent demands or direct redistribution of stocks from activities that reflect an excess in those stocks.

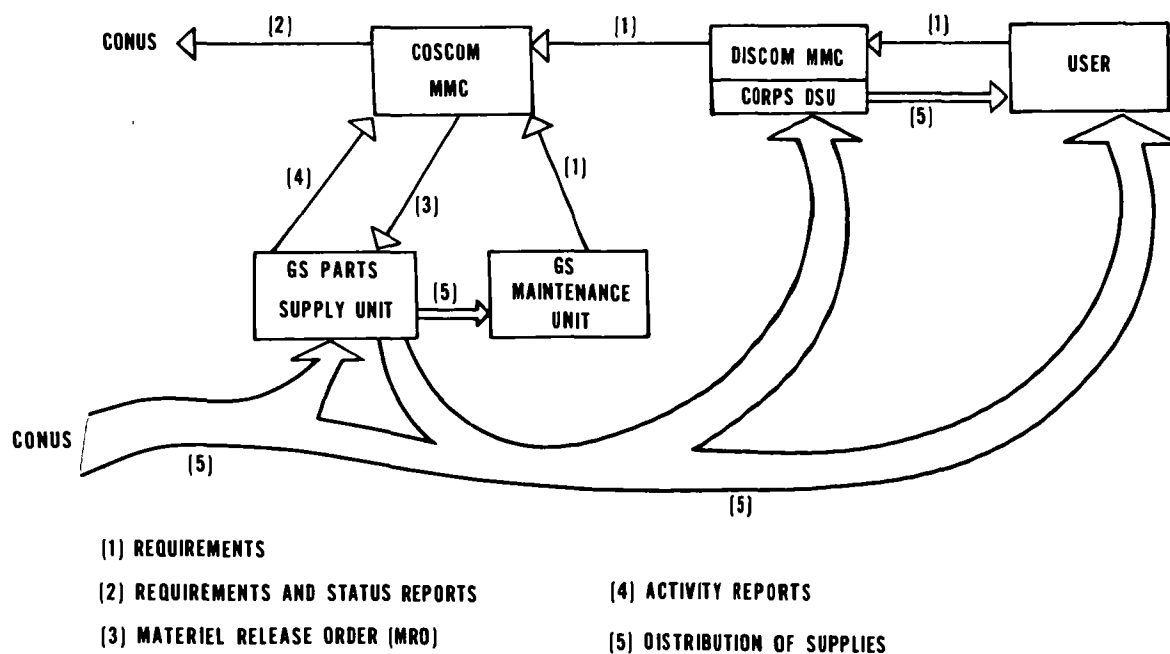


Figure 4-4. Flow chart for class IX supplies, and selected items of supply.

Bulk Petroleum. Bulk petroleum is under the management of the MMC at Theater Army (TA). COSCOM MMC consolidates all DS-GS requirements for the corps and submits them to TA MMC which initiates supply action in accordance with the prevailing distribution plans.

The COSCOM MMC is responsible for the corps petroleum distribution plan. The plan consists of the basic information as to the types and quantities of petroleum products to be provided, and the method of providing products. It also includes the where, when, by whom, and how products are to be received, stored, moved, and delivered to consumers.

Requirements originate with users. Long-range requirements flow to the MMC and are used for planning purposes. Short-range requirements flow to supporting DSUs to assure the availability of bulk petroleum for immediate needs. DSU requirements flow to supporting GSUs and are used to generate GСУ replenishment actions. Bulk petroleum will be forwarded to points as near the users as practicable by pipelines and other means. Tactical conditions permitting, tankage may be installed in the corps area to receive and store the products. Otherwise, transportation medium truck companies (petroleum) make bulk deliveries to the supply points operated by the GS and DS units in the corps areas. Many situations arise where a user is closer to the GS element and receives resupply from that level. For schematic purposes, however, the requirement is continued from the DS level to the centralized MMC (figure 4-5) at the COSCOM, where options are available. The MMC may direct petroleum battalions to move stocks to meet the requirements or divert a product (in transit) from its assigned destination to meet an unexpected requirement. Other options may occur at the COSCOM MMC according to the supply plan or standing operating procedures (SOP) applicable to the particular operation.

Bulk petroleum is managed by TA

Bulk petroleum is forwarded by pipelines and other means as close to the users as possible.

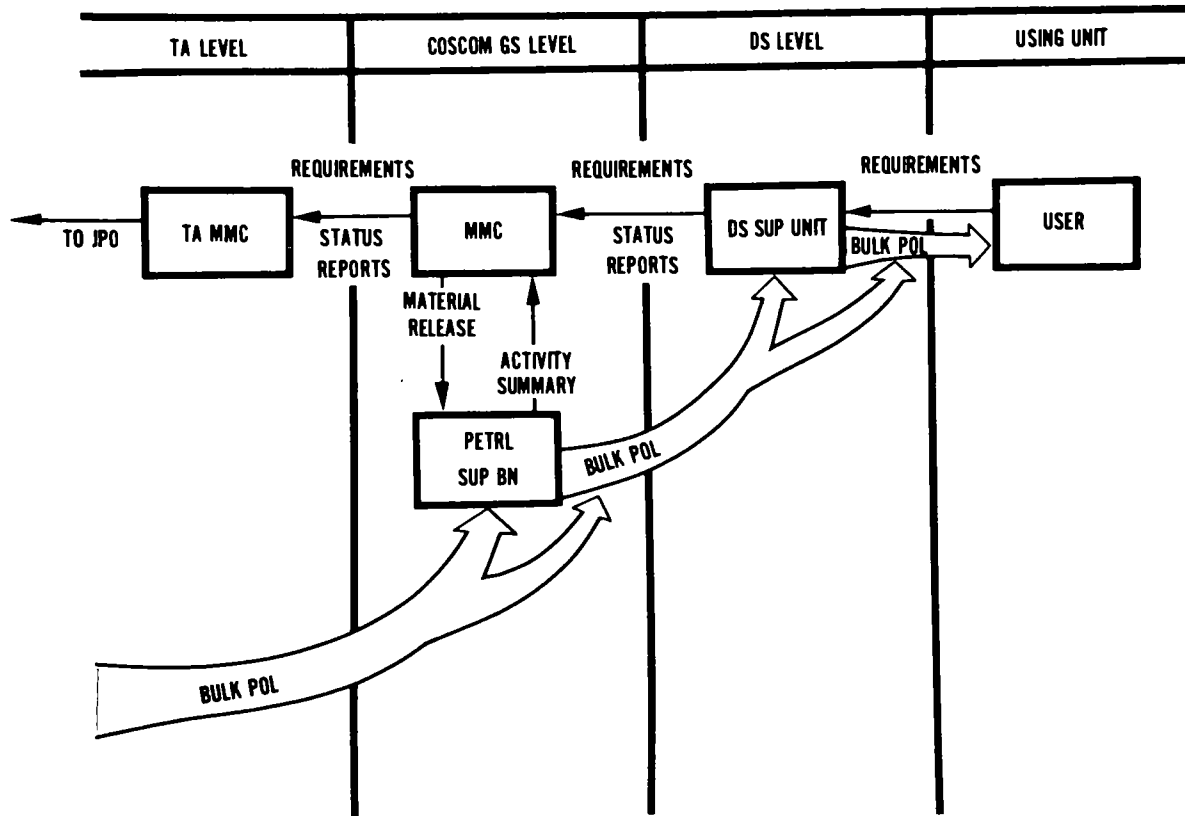


Figure 4-5. Flow of bulk petroleum.

Class V. Ammunition is under the management of the MMC at TA and the MMC of each corps support command. The TA MMC allocates ammunition credits to the COSCOM MMC which in turn distributes credits to divisions. The COSCOM MMC thus exercises control of ammunition assets as directed by the corps commander.

Ammo is managed by TA...

Tactical control of ammunition is maintained as follows:

• **CONVENTIONAL AMMUNITION.**

The theater army commander allocates ammunition credits to the corps. After evaluating requirements the corps commander announces the controlled supply rate to subordinate units. The COSCOM headquarters provides the material management center (MMC) control information based on the allocation information that it receives from the corps commander.

The TA commander allocates...

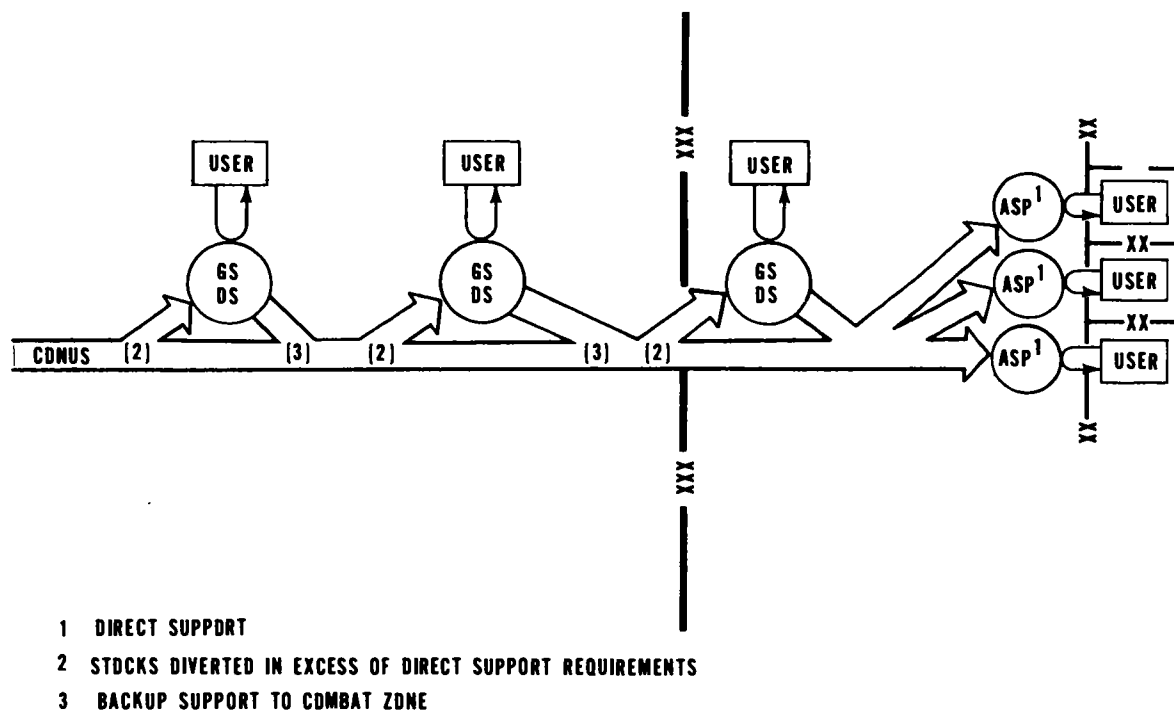


Figure 4-6. Flow of conventional ammunition (schematic).

***SALE accomplishes control
of special ammunition...***

• **SPECIAL AMMUNITION.** The allocation of special ammunition is through tactical command channels to the corps and division commanders. Therefore, the commanding officer of an intermediate logistic headquarters (e.g., COSCOM, or ammunition group) can only provide the means to carry out the desire of the tactical commander. A special ammunition logistical element (SALE), formed from the resources available within the MMC, accomplishes control of special ammunition. Generally, the mission of the SALE is immediate response to the corps commanders request in expediting the supply and resupply of special ammunition. The SALE may be physically located at the corps tactical operations center.

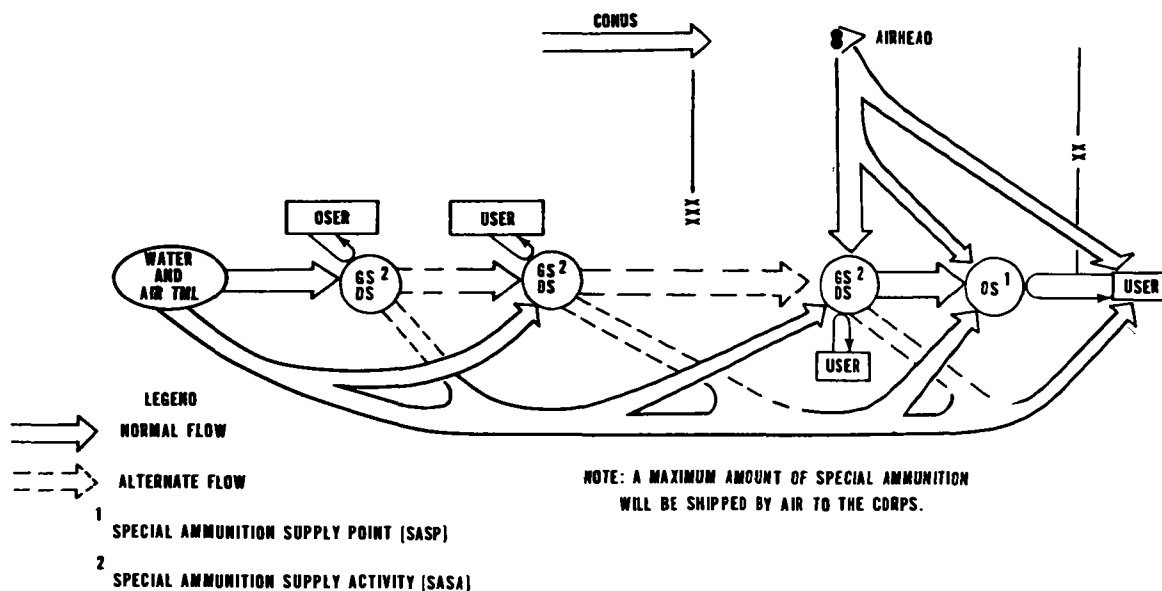


Figure 4-7. Flow of special ammunition, guided missiles, and special ammunition repair parts.

• **DISTRIBUTION.** Ammunition is basically a supply point distribution system, in which users pick up from the supply points. However, throughput distribution is a primary goal when shipping ammunition forward to ammunition supply points (ASPs) and special ammunition supply points (SASPs). Flow of ammunition is depicted in figures 4-6 and 4-7.

APPENDIX A

REFERENCES

The references listed below should be checked frequently against the publication indexes (DA Pam 310-series) for the latest changes or revisions relating to material covered in this manual.

ARMY REGULATIONS (AR)

310-49	Military Publications - The Army Authorization Documents System (TAADS)
310-25	Dictionary of United States Army Terms
310-31	Management System for Tables of Organization and Equipment (The TOE System)
310-34	Equipment Authorization Policies and Criteria, and Common Tables of Allowances
310-50	Authorized Abbreviations and Brevity Codes
611-101	Manual of Commissioned Officer Military Occupational Specialties
611-112	Manual of Warrant Officer Military Occupational Specialties
611-201	Enlisted Career Management Fields and Military Occupational Specialties
700-82	Joint Regulation Governing the Use and Application of Uniform Source, Maintenance, and Recoverability Codes
710-2	Materiel Management for Using Units, Support Units, and Installations
750-1	Army Materiel Maintenance Concepts and Policies

FIELD MANUALS (FM)

9-6	Ammunition Service in the Theater of Operations
10-13	Supply and Service Reference Data
10-60	Supply of Subsistence in a Theater of Operations
10-63	Handling of Deceased Personnel in Theaters of Operations
10-67	Petroleum Supply in Theaters of Operations
11-23	Theater Army Communications Command
25-2 (TEST)	Unit Commander's Guide
29-11	COMSEC Logistics Support in a Theater of Operations
29-20	Maintenance Management in Theaters of Operations
29-23	Direct Support Maintenance Battalion (Nondivisional)
29-24	General Support Maintenance Operations
29-45	General Support Supply and Service in the Field Army
38-24	Classes of Supply
41-10	Civil Affairs Operation
54-9	Corps Support Command
55-30	Army Motor Transport Operations
55-40	Army Combat Service Support Air Transport Operation
100-10 (TEST)	Combat Service Support
101-5	Staff Officers' Field Manual - Staff Organization and Procedure
101-10-1	Staff Officers' Field Manual - Organizational, Technical, and Logistical Data
(S) 101-10-3	Staff Officers' Field Manual - Logistical Data (U)

TECHNICAL MANUALS (TM)

38-17	Combat Service Support System (CS3) - Maintenance Reporting and Management (MRM)
38-750	The Army Maintenance System (TAMMS)
38-750-1	The Army Maintenance System (TAMMS) Field Command Procedures
750-244-3	Procedures for Destruction of Equipment to Prevent Enemy Use

DEPARTMENT OF THE ARMY PAMPHLETS (DA PAM)

310-series	Military Publications Indexes
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OTHER

Armed Services Procurement Regulations (ASPR)

Section III. MAINTENANCE MANAGEMENT SYSTEM

Introduction

This section describes the types of data available for maintenance management, how such data is provided and how it may be used. Specific technical instructions on the processing and use of data are contained in procedures manuals and documents referenced in appendix A.

Materiel maintenance managers are authorized for each commodity division. They accomplish day-to-day planning for operations, implement policies and plans of the coordinating staff, develop and apply operating procedures, make continuing analyses of operations and apply corrective action, develop pertinent portions of plans and programs to support requirements of the coordinating staff, apply priorities and control as provided by the staff, and make management decisions pertaining to daily operations.

The MMC has access to various sources of information and data upon which to base its maintenance management activities. This information and data is used by the MMC in its management and control of maintenance activities of COSCOM maintenance units. Some of this data and information is also required by the MMC supply branches for use in supply management functions. Much of this data is provided as feedback to subordinate units and supported commands for use in their maintenance management operations. In addition, specific reports, listings, and summaries are provided to satisfy the requirements of higher headquarters, and certain exception-type information and reports are provided to the appropriate branches of the MMC to permit "management by exception."

Maintenance Management Systems

The Army maintenance management system (TAMMS) is the only approved maintenance management system applicable Army wide. It is a manual system with some automatic data processing (ADP) operations. TAMMS is applicable to the COSCOM MMC environment. For more detailed information on TAMMS see the TM 38-750 series.

TAMMS is applicable Army wide.

The combat service support system (CS3) maintenance reporting and management (MRM) subsystem is being extended to active Army divisions and is applicable to the division MMC environment. For more detailed information on CS3-MRM, see TM 38-17.

CS3 MRM subsystem is being extended to divisions.

A standard Army maintenance system (SAMS) is being developed. When implemented, SAMS will absorb or replace all present maintenance management systems.

SAMS is being developed.

Operations

Each maintenance branch in divisions of the COSCOM MMC, in accordance with policies and directives of the COSCOM ACofS, Materiel, exercises management control over the routine maintenance activities and the maintenance collection efforts of units assigned or attached to the COSCOM. The maintenance branches perform routine maintenance management on a day-to-day basis, collect maintenance data generated by corps units and division materiel management centers (DMMCs). The maintenance branches, in accordance with SOPs and instructions and guidance from COSCOM headquarters and corps headquarters, also receive and use information obtained from equipment and supply branches and the service support division of the MMC as well as from the DMMCs. The maintenance branch in each appropriate MMC division - -

- Coordinates the input of maintenance workloads of subordinate GS maintenance units.
- In coordination with the MMC supply branches, develops instructions for DS maintenance units relative to evacuation of unserviceable items requiring higher category maintenance and provides disposition instructions for scrap. Similarly, the branch develops instructions for GS maintenance battalions relative to the evacuation of unserviceable materiel and scrap. Under automated procedures, such instructions are provided to the ADPC which provides shipping instructions to maintenance units after the latter have reported the unserviceable items to the supply system (through the ADPC).
- Provides guidance to the collection and classification elements relative to processing of materiel.
- Provides information to COSCOM maintenance units relative to repair priorities.

- Provides data to COSCOM staff and higher headquarters on production, deadlines, and problem areas.
- Informs subordinate units of data and report requirements for corps maintenance management.
- Coordinates with the supply branches on repair parts requirements for production-line maintenance, priorities for repair of specific items that may be in short supply, and requirements for controlled cannibalization or parts fabrication.
- Balances workloads among subordinate maintenance units.
- Makes recommendations on the combination of units and the combination of like sections from several units for the performance of production-line maintenance, and, on the basis of such organization for specific types of maintenance, directs input of unserviceable items to these units.
- Reviews reports and data required by COSCOM or higher headquarters and submitted by subordinate units and division support commands. Provides copies of these reports or extracts therefrom for use by the maintenance staff. Evaluates reports and listings processed by the ADP center and provides such reports and listings, as well as appropriate recommendations, to the ACofS, Materiel.
- Assures the proper processing of maintenance data by the supporting ADP center, provides instructions relative to this processing, and assures the dissemination of reports, summaries, and listings (as appropriate) to COSCOM headquarters, and subordinate and supported units.
- Provides instructions, information, and direction to subordinate maintenance units.

Control of Workload Input

The maintenance branches directly control the workload input of subordinate GS maintenance units and the collection and classification elements. This is accomplished in accordance with overall plans, policies, and directives of the COSCOM, corps, and higher headquarters, and supply system capabilities and requirements as indicated by the MMC supply branches. Plans and policies of higher headquarters include programs for production-line repair operations and planned application of modification work orders. Supply system requirements obtained from the supply branches include the priority repair of certain types of components necessitated by supply system shortages, and the fabrication of items.

In controlling the workloads of GS maintenance units and the collection and classification company, the MMC considers the needs of the supply system, the overall corps workload, the workloads of individual

units, the type of materiel being repaired by each unit, planned production-line maintenance operations, and the condition of materiel. Control of workload input is accomplished by the development of instructions (in accordance with the MMC supply branches) that provide guidance to DS maintenance units for repair or reclamation, and establish criteria to determine eligibility of items for repair.

The workload of DS maintenance units is only indirectly controlled by the MMC, since these units are directly responsive to the needs of the units they support. Control is accomplished through recommendations relative to changes in mission assignments, changes in evacuation policy, lowering of time limits authorized for repair of specific items, or recommendations for unit augmentation. Such recommendations are based on status reports indicating DS maintenance unit overloads.

Evacuation of Materiel from the DS Level

At the DS level, unserviceable materiel is repaired for return to supported units, the operational readiness float, or direct exchange stocks. However, some items received by DS units for repair are beyond their repair capability or capacity and are evacuated.

Direct support maintenance units having unserviceable materiel requiring salvage, reclamation, or GS maintenance report such items through the ADPC. This action, in effect, establishes a turn-in of the items to the supply system. Items are evacuated in accordance with shipping instructions provided by the MMC. Shipping instructions are based on the types and quantities of items requiring repair or reclamation, the needs of the supply system, workloads of GS maintenance units, units specifically designated to perform production-line maintenance, and plans and policies of the command. Specific shipping instructions furnished by the MMC direct the DS units to ship the items to specific GS maintenance units, collection and classification elements, or property disposal facilities.

Normally, materiel that can be repaired at the GS level is evacuated to GS maintenance units specializing in the repair of the particular items involved. Items to be repaired in accordance with planned production-line maintenance operations are evacuated to the unit designated to do the work, or to a designated holding facility when it is necessary to stockpile unserviceables in anticipation of a production run. Items requiring higher category maintenance are shipped to a designated maintenance activity to the rear of the corps. Uneconomically repairable items, whose only value rests in the reclamation of serviceable or repairable needed components, are routinely evacuated to a collection and classification element (except for such items as missile systems and aircraft). Sometimes, evacuation instructions for certain items may require air shipment to a logistical base, or CONUS for repair; in such cases specific air facilities will be designated to transport or receive such items and specific packaging instructions may be required.

There is a constant interplay between the maintenance and the supply branches. For example, a supply branch will provide a maintenance branch with lists of items requiring repair, on a priority basis by GS maintenance activities, and items requiring reclamation at the maintenance collecting point. The maintenance branch keeps the supply branch informed of repair parts

requirements, repair capabilities, and information on items being repaired so they can be picked up as potential serviceable assets.

The MMC maintenance branches also provide information on deadlines, overloads, and other identified or reported problems to the ACofS, Materiel, as "exception" data that may require command or staff action.

Disposition of GS Maintenance Unit and Collection and Classification (C&C) Element Workloads

GS maintenance units and C&C elements routinely report the type and condition of materiel received (through the ADPC center) to the COSCOM MMC. This is necessary for stock control purposes. They also report workload completed to the ADPC. At any time, the MMC can query the ADPC and, based on information provided by subordinate GS units, get a report on GS maintenance unit workload, by type and unit, items completed, and related data necessary to manage workloads.

When items are repaired by GS maintenance units or serviceable items are reclaimed from uneconomically repairable end items, they are reported to the MMC supply branches (through the ADPC) so that stock record adjustments may be made.

Based on such reports of serviceable

assets, disposition instructions are determined to return assets to supply system stockage, either at the DS or GS level. Normally, disposition instructions will be provided to subordinate units through the ADPC. Instructions for the disposition of scrap are provided in the same fashion.

Data relative to GS maintenance activity overloads may result in the MMC taking action to augment overloaded units or to direct further evacuation of materiel. Overload conditions may also result in MMC action to reduce repair time limits authorized for specific items, to modify repair procedures, to change priorities, or to expedite supply of repair parts required for specific items of maintenance depending on the problem as evidenced in reports and confirmed by investigation.

The Role of the ACofS, Materiel

The MMC exercises direction and control, on a day-to-day basis, over those maintenance operations and functions of subordinate units that are routine or repetitive in nature, or that are accomplished in accordance with established policies and directives. Information relating to existing or potential problem, information required for planning, trends that may change support requirements, and other data requiring staff or command attention are reported to the appropriate branch of the ACofS, Materiel, as "exception data." Action is then taken to resolve current problems and prevent potential problems from developing. Exception

data evolves from data processed by the ADPC and provided to the MMC, and from reports and information submitted to the MMC by subordinate units in manual format. This includes, but is not limited to:

- Information on overloads in maintenance units.
- Specific repair parts problems that require action and coordination with the supply branches.
- The status of modification work order application, particularly URGENT MWOs and safety recall orders.

- Reports reflecting materiel readiness of subordinate and supported units.
- Trends that may necessitate modification of support plans or procedures, e.g., abnormal failure rates of the same part or assembly requiring the submission of equipment improvement recommendations (EIR), emphasis on technical assistance, establishment of courses of instruction, and/or increased stockage of the failing part or assembly.
- Status information relating to workloads and production relative to specific items or groups of items (e.g., critical items, expensive items, items in short supply, items wherein problems have been experienced and continued attention is necessary to determine effectiveness of adopted remedial

measures).

- Information indicating the need for training or emphasis on technical assistance.
- Any other types of data or reports which indicate the need for investigative action, changes in policies or procedures, or modification of mission assignments.

In the management of deadlines and overloads, the workload and production figures of similar-type units are compared. Data for such comparisons is collected from maintenance activities. When figures differ significantly from one unit to the next, investigation of causes and prompt remedial action is required.

NOTES

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3 May 1976

By Order of the Secretary of the Army:

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